

1 APR 1976

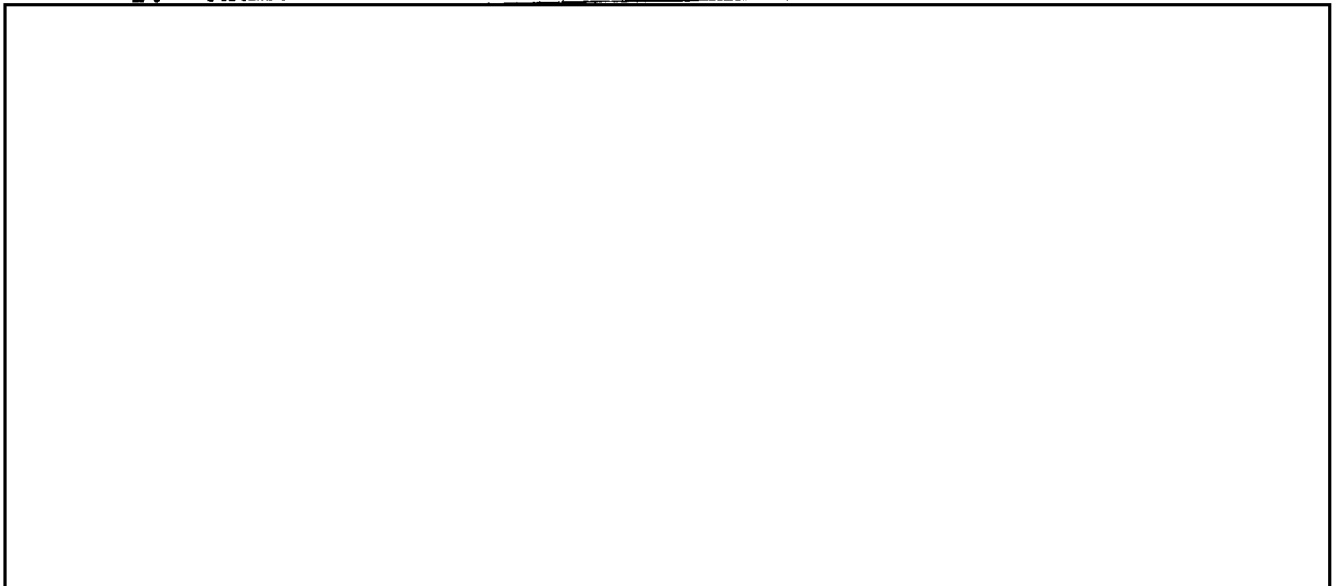
MEMORANDUM FOR: Director of Central Intelligence

FROM : MAG

SUBJECT : Morale Within the DDO

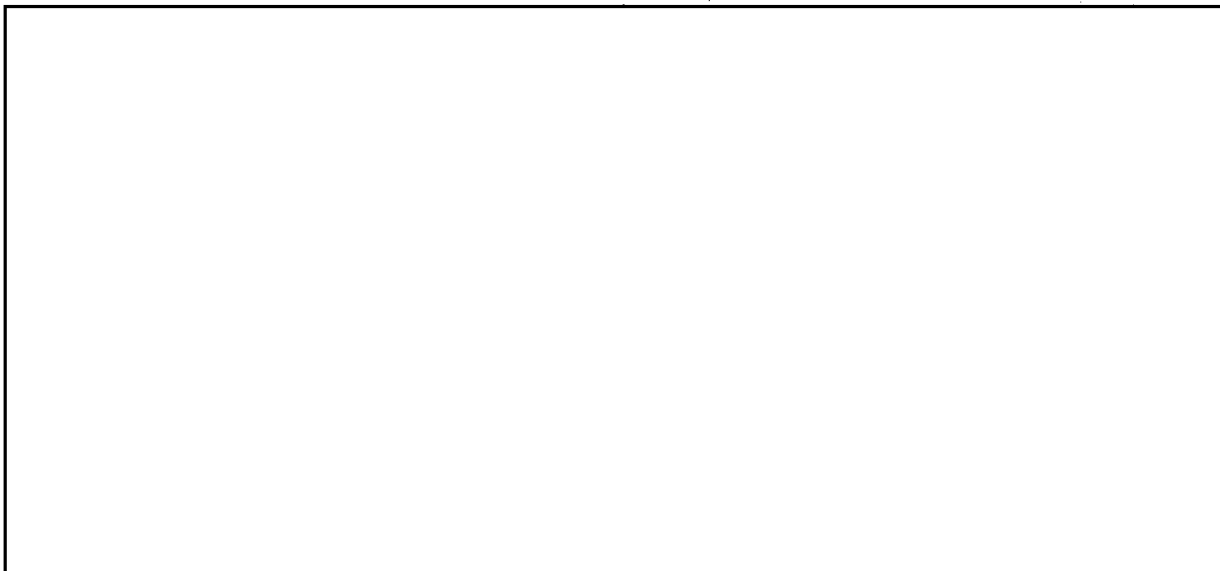
1. Low morale is a serious problem within the DDO today. This is especially disturbing because the DDO has always had good morale and esprit de corps which encouraged devotion to duty and a spirit of sacrifice beyond that required of a routine job. What little spirit remains within the DDO today is defined in personal, not organizational, terms and is usually limited to one's pride in his or her own professionalism. In this paper, I tried to focus on areas of concern within the DDO which directly affect morale rather than listen to personal complaints. In some cases, after identifying the problem area which affects DDO morale, I have offered some suggestions on courses of action.

2. AREAS OF CONCERN WITHIN THE DDO WHICH AFFECT MORALE 25X1C



25X1

25X1C



B. SECRETARIAL/CLERICAL SLOTTING PROBLEM - Once the DDO secretarial/clerical personnel reach the GS-07 level (usually within the first five years of employment), the majority of them are unable to be promoted to the GS-08/09 level because of a lack of slots in their career field. The traditional solution for this problem is to encourage qualified secretarial/clerical personnel to transfer to other career fields and become reports officers or intelligence analysts. While this offers a partial solution to the problem, it does not resolve the slotting issue with those well-qualified individuals who prefer to remain within the secretarial/clerical field. Professional, experienced DDO secretaries are in short supply in the field, primarily because the majority of the highest grade secretarial/clerical slots overseas are at the GS-07 level. This discourages experienced secretaries from accepting overseas assignments and, as a result, overseas Stations are burdened with young, in some cases immature, inexperienced secretaries. In addition, this "system" does a disservice to the dedicated, professional secretaries who wish to make a career with the DDO but find that in all too many cases after five years of service, their expectations for promotion are so slight as to make a mockery of the term "career management." It should be noted that, for the most part, the flair, novelty and romance have gone out of overseas living and the majority of DDO secretaries are required to

SECRET

face long hours, unpleasant living conditions, and some risks.

Some thought was recently given to increasing a few secretarial/clerical slots to the GS-09 level, but the idea was rejected because it did not resolve the fundamental problem and was considered tokenism. Any solution, even a partial, albeit cosmetic one, would be preferable to the present situation and would give some additional incentive and motivation to senior, professional secretaries in the DDO.

C. BUREAUCRATIC TENDENCY WITHIN THE DDO - As a reaction to the pressures and attacks against the Agency during the past 2-3 years, the Agency has initiated a number of new controls in order to avoid the mistakes and excesses of the past. While the intent of each of these new procedures is to increase the efficiency and effectiveness of the DDO, many of the senior DDO officers with whom I talked expressed a fear that if this trend continues, the Agency in general, and the DDO in particular, will become "just another government bureaucracy." One now gets the impression that it is more important to run a tidy, neat ship than to develop creative operations. Within the DDO in the past year, more time and effort was spent in explaining and justifying what we wanted to do (and did) than in running operations. If this trend were to continue another few years, many DDO senior officers believe that the DDO will become mired in its own bureaucratic morass and accomplish little more than create elaborate operational and financial planning mechanisms, which have little if any relevance to the real world of operations.

D. THE PROBLEM OF INFORMATION LEAKS- While the problem of leaks of secret information is not a new one, it has increased so much during the past few years that it is causing a great deal of frustration and concern among DDO personnel. Many DDO mid to senior-level officers have personal knowledge of leaks which have threatened the lives and careers of field agents. Many are alarmed at what they consider to be a rather cavalier attitude on the part of Congress concerning legislation to deal with this problem. At the same time, most DDO officers realize that this is a complex issue involving the still to be defined relationship between a free society and a secret intelligence organization. Most officers are aware of and strongly agree with the DCI's position on protecting sources and methods of acquisition; they are hopeful that he will be able to persuade Congress that this position is both essential to the continued effective operation of the

SECRET

SECRET

Intelligence Community and consistent with the dictates of a free society.

E. EROSION OF CIA'S IMAGE - As one might suspect, the attacks against the Agency during the past few years have taken their toll on DDO morale. There is a general belief among DDO officers that the Agency has been "abandoned" by both our friends in Congress and the Administration and that, as a result, the agency is virtually powerless to defend itself against even those charges which are completely without merit. The DDO's traditional esprit de corps which has sustained and fostered it over the years has been damaged, not so much by the attacks, per se, but by the apparent lack of trust and confidence in the DDO manifested by the Administration. This trust must be restored if the Agency is to effectively operate in the future.

F. EXECUTIVE LEVEL PAY FREEZE - There is concern among senior and mid-level DDO officers that aside from the obvious negative effects of the pay freeze on senior DDO officers' morale, it has the additional effect of inducing gifted, senior DDO officers to retire, as the financial benefits of remaining another two or three years will not be as great as immediate retirement. This situation has resulted in the loss of some of the DDO's most gifted, professional officers, at a time when the DDO can least afford to lose them. One senior DDO officer referred to this as a "brain drain" which, if it continues, could result in mid-level managers being prematurely placed in senior positions where they lack experience and expertise required. 25X1A

